



**LAMBTON COLLEGE OPEN BOARD MEETING**  
**Thursday, February 29, 2024**  
**Lambton College B2-155 (Teams Option Available)**  
**4:30 p.m. – 6:00 p.m.**  
**AGENDA**

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4:30 1. **CALL TO ORDER** T. Lee

2. **INDIGENOUS TRUTH AND RECONCILIATION LAND ACKNOWLEDGEMENT** J. Mathews

At Lambton College, we are always very grateful for the land we live on, for the land we teach and work on, for the land we play and compete on and for the land we learn on.

It is with this gratitude in our hearts that before important events such as this one today that we are always very proud to acknowledge that: Lambton College is located on the beautiful homeland that is the traditional territory of the Ojibwe, Potawatomi and Odawa Nations. These three individual Nations make up the traditional Three Fires Confederacy. We acknowledge the grace and the welcome they have offered to all students, staff and guests at Lambton College.

3. **CONSENT AGENDA (attachments)** T. Lee **approval**

1. February 29, 2024 Agenda
2. January 25, 2024 Open Minutes
3. Report from the January 25, 2024 In-Camera Meeting
4. Conflict of Interest Declaration
5. Chair's Report

Recommendation: That the Board of Governors approves the minutes of the Open Meeting of January 25, 2024 and the entire contents of the consent agenda. 2024 - 7

- |      |     |  |                |                 |
|------|-----|--|----------------|-----------------|
| 4:35 | 4.  | <b>CELEBRATING OUR STUDENTS</b><br>Maddy Bishop, Border Services Student<br>Al Bezaire, Coordinator, Border Services Program   | M. Vaughan     | information     |
| 4:45 | 5.  | <b>RESEARCH ETHICS BOARD ANNUAL REPORT (attachment)</b><br><u>Recommendation:</u> That the Lambton College Board of Governors accepts the Lambton College Research Ethics Board 2023 Annual Report. 2024-8   | M. Sheikhzadeh | <u>approval</u> |
| 5:00 | 6.  | <b>FINANCIAL STATEMENTS FOR THE PERIOD ENDING DECEMBER 31, 2023 AND WINTER FORECAST UPDATE (attachment)</b><br><b>Julie Carlton, Director Finance</b><br><u>Recommendation:</u> That the Board of Governors approves the Finance and Property Committee recommendation to approve the Financial Statements for the period ended December 31, 2023 and the Winter Forecast update of financial performance for the 2023-24 budget year as presented. 2024-9 | S. Dickson     | <u>approval</u> |
| 5:15 | 7.  | <b>ACADEMIC PLAN 2024-2029</b>   | M. Vaughan     | information     |
| 5:40 | 8.  | <b>PRESIDENT’S REPORT (attachment)</b>   | R. Kardas      | information     |
| 5:50 | 9.  | <b>OPEN GOVERNANCE REPORT (attachment)</b><br><u>Recommendation:</u> That the Board of Governors approves the Governance Report and all decisions and motions therein, as presented. 2024-10   | T. Lee         | information     |
| 5:55 | 10. | <b>OTHER BUSINESS</b>  | T. Lee         |                 |
| 6:00 | 11. | <b>ADJOURNMENT</b>   |                |                 |

**In-Camera Meeting to follow**

**Members**

Tania Lee, Chair  
 Jason McMichael, 1<sup>st</sup> Vice-Chair  
 Rob Dawson, 2<sup>nd</sup> Vice-Chair  
 Mike Denomme  
 Shawn Fowler  
 Rob Kardas  
 Daniella Mancusi  
 Jane Mathews

Dave Mitton  
 Jarvis Nahdee  
 Dave Park  
 Dean Pearson  
 Kelly Provost  
 Gurpreet Singh  
 Ryan Straus  
 Beth Ann Wiersma

**Resource**

Mehdi Sheikhzadeh  
 Mary Vaughan  
 Kurtis Gray  
 Marilyn Mason  
**Ex.Officio**  
 Spencer Dickson  
**Board E.A.**  
 Lianne Birkbeck

## Open Board Meeting Minutes– Thursday, January 25, 2024 – 4:30 p.m.

Lambton College B2-155 and Teams option available

### Membership

Tania Lee, Chair (regrets)  
Jason McMichael, 1<sup>st</sup> Vice- Chair  
Rob Dawson, 2nd Vice-Chair  
Mike Denomme (regrets)  
Shawn Fowler  
Rob Kardas  
Daniella Mancusi  
Jane Mathews

Dave Mitton  
Jarvis Nahdee (regrets)  
Dave Park  
Dean Pearson  
Kelly Provost  
Gurpreet Singh  
Ryan Straus  
Beth Ann Wiersma

### Resource

Mehdi Sheikzadeh  
Mary Vaughan  
Kurtis Gray  
Marilyn Mason

### Ex.Officio

Spencer Dickson

### E.A. to the Board

Lianne Birkbeck

#### 1. **CALL TO ORDER**

Jason McMichael, Acting Chair, called the meeting to order at 4:30 p.m. and invited the President to welcome Marilyn Mason the new Director of Community Engagement.

#### 2. **INDIGENOUS TRUTH AND RECONCILIATION LAND ACKNOWLEDGEMENT**

The Chair invited Ryan Straus to make the Indigenous Land Acknowledgement that at Lambton College, we are always very grateful for the land we live on, for the land we teach and work on, for the land we play and compete on and for the land we learn on. It is with this gratitude in our hearts that before important events such as this one today that we are always very proud to acknowledge that: Lambton College is located on the beautiful homeland that is the traditional territory of the Ojibwe, Potawatomi and Odawa First Nations. These three individual Nations make up the traditional Three Fires Confederacy. We acknowledge the grace and the welcome they have offered to all students, staff and guests at Lambton College.

#### 3. **CONSENT AGENDA**

1. January 25, 2024 Agenda
2. December 7, 2023 Open Minutes
3. Report from the December 7, 2023 In-Camera Meeting
4. Conflict of Interest Declaration
5. Open Governance Report
6. Chair's Report

**IT WAS MOVED BY:** Dean Pearson

**SECONDED BY:** Ryan Straus

**THAT:** the Board of Governors approves the minutes of the Open Meeting of December 7, 2023 and the entire contents of the consent agenda. 2024-1 **CARRIED.**

4. **CELEBRATING OUR STUDENTS**

The Chair welcomed Mykyta Ivanchuk, Business Administration student, and invited Kurtis Gray to introduce Mr. Ivanchuk to the Board. Mr. Ivanchuk shared his background and experience living in Ukraine during the war and his journey to Canada. He indicated he enjoys Canadian culture and appreciates the support of the college administration, faculty, and staff. He is launching a model UN to give back and to highlight the importance of diplomacy.

Mr. Ivanchuk presented to the College the Ukrainian flag as a symbol of resilience.

The Chair invited questions from the Board and the President thanked Mr. Ivanchuk for the flag and for his thoughtful presentation wishing him continued success in all his future endeavours.

5. **HEALTH AND SAFETY ANNUAL REPORT**

The Chair invited Spencer Dickson, Senior Vice President Strategy and Corporate Services to introduce Brent Thomas, Director, Facilities Management, Tracey Arnold, Manager, Occupational Health & Safety and Emergency Planning, Jessica Iacobelli, Occupational Health & Safety Consultant to present the Report. Key items highlighted included an overview of security measures, health and safety training, and preventive initiatives as well the accident report was presented. It was noted more reporting took place because of an intentional educational program regarding the importance of reporting.

The Chair invited the Board to ask question and thanked the presenters for their detailed overview.

**IT WAS MOVED BY:** Dave Mitton  
**SECONDED BY:** Kelly Provost  
**THAT:** the Lambton College Board of Governors approves the amended 2023 Health and Safety Report as presented. 2024-2. **CARRIED.**

6. **STUDENT ADMINISTRATIVE COUNCIL ANNUAL REPORT**

The Chair invited James Grant, General Manager of the Student Administrative Council (SAC) to introduce Sam Sowunmi a key Lambton College varsity athlete and SAC Vice-President. Mr. Sowunmi overviewed SAC's activities indicating that SAC is in good fiscal shape. He noted that ensuring a positive student life experience is critical to SAC's mission and many social and inter-cultural events are hosted to support this mission. Supporting International students is a priority with orientation support to welcome students to the Sarnia-Lambton community. SAC assists

students with housing which is a critical function and extremely beneficial to students and our community.

Mr. Sowunmi indicated that being able to help students is the prime motive for all activities. The Chair thanked Mr. Sowunmi for his leadership noting how critical his contribution to our college and community has been and he looks forward to Mr. Sowunmi's future contributions to our community.

7. **INSURANCE, RISK MANAGEMENT, AND CYBERSECURITY REPORT**

Spencer Dickson introduced Julie Carlton, Director Financial Planning and Dave Mitton, Director Information Technology to present the report. Ms. Carlton overviewed the lines of insurance coverage noting the college is part of a college system consortium with AON as the Broker of Record. The insurance market has stabilized, and premiums are remaining stable; however, cyber, social engineering and ransomware premiums continue to be high. The college has implemented an enterprise risk management system as well there is a college system committee that provides oversight of insurance matters, discuss risks, and identify trends in the college system.

Mr. Mitton provided an Information Technology (IT) Security overview detailing policies, processes, and practices to maintain IT security. Critical to security efforts is employee awareness, detecting and responding to threats. A security first mindset is the culture within the IT department and training through game enhanced learning has been implemented for employees. Systems are tested regularly to ensure preparedness.

8. **PRESIDENT'S REPORT**

Rob Kardas presented his report as written, making special mention of the passing of Andy Brandt, speaking about the incredible contribution Mr. Brandt made to Lambton College.

9. **OTHER BUSINESS**

None

10. **BIO-SAFETY LEVEL 2 LAB PRESENTATION AND TOUR**

Dr. Mehdi Sheikhzadeh, Senior Vice-President Research and Innovation overviewed the background that provided the foundation and necessitated the need for the College to create a Bio-Safety Level 2 Lab. Specifically, the community's focus on bio-industrial technologies that has matured to needing a space to complete complex research.

**11. ADJOURNMENT**

The meeting adjourned at 6:10 p.m.

MINUTES APPROVED BY:

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Tania Lee, Chair

AT MEETING OF February 29, 2024  
Lianne Birkbeck, Recording Secretary

**Report From: Tania Lee, Chair**

<input type="checkbox"/> For Action	<input checked="" type="checkbox"/> Board of Governors
<input checked="" type="checkbox"/> For Information	<input checked="" type="checkbox"/> Open Meeting
<input checked="" type="checkbox"/> Meeting Date	<u>February 29, 2024</u>
<input checked="" type="checkbox"/> Agenda Item No.	<u>3</u>

**Subject: Report on Items from In-Camera Session January 25, 2024**

*Signature on file*

Tania Lee, Chair

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The January 25, 2024 In-Camera meeting agenda contained the approval of the In-Camera Minutes of December 7, 2023 and the approval of the 2023-2024 President and Board Performance Goals six-month report and the 2024-2025 President and Board Performance Goals. In addition, a property update was heard, and discussion took place regarding the federal government changes to the International Student Program.

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**Report From: T. Lee Chair**

<input type="checkbox"/> For Action	<input checked="" type="checkbox"/> Board of Governors
<input checked="" type="checkbox"/> For Information	<input checked="" type="checkbox"/> Open Meeting
<input checked="" type="checkbox"/> Meeting Date <u>February 29, 2024</u>	
<input checked="" type="checkbox"/> Agenda Item No. <u>3</u>	

**Subject: Chair's Report**

1. The Chair attended and chaired the Executive Committee of the Board on February 15, 2024 and attended the Finance and Property Committee meeting on February 22<sup>nd</sup>, 2024.



# Annual Report

## (January 2023 to December 2023)

### 1. Background

The Lambton College Research Ethics Board (REB) was established in 2008 as part of Lambton College's commitment to the *Tri-Council Policy Statement: Ethical Conduct for Research Involving Humans (TCPS- now in revision as TCPS-2)*. The TCPS-2 is a joint policy of Canada's three federal research agencies – the Canadian Institutes of Health Research (CIHR), the Natural Sciences and Engineering Research Council of Canada (NSERC) and the Social Sciences and Humanities Research Council of Canada (SSHRC). It establishes a commitment to ethical conduct of research involving humans through three core principles: respect for persons, concern for welfare, and justice.

To be eligible to receive and administer research funds from these agencies, research conducted at or under the auspices of Lambton College must adhere to the guidelines outlined in the TCPS-2 (revised 2022). Failure to comply with the TCPS-2 (2022) and related policies could result in significant negative consequences for the college including the withdrawal of current research funding and ineligibility to apply for future research grants. In addition, research that fails to meet ethical standards may expose participants, researchers, and the college to considerable risk.

### 2. Summary of 2023 Activities

The REB reviews research applications which involve humans conducted at or under the auspices of Lambton College. This review process is designed to evaluate and mitigate risk and harm for individuals conducting and participating in research. This report covers the work undertaken by the Lambton College REB from January 2023 through December 2023.

#### 2.1. Research Projects Reviewed

One project remained from the 2022 application cycle which was submitted by Lambton College internal faculty/staff. Following resubmissions, this project was approved in March 2023. As this project was submitted in 2022, it is not included in the summary below.

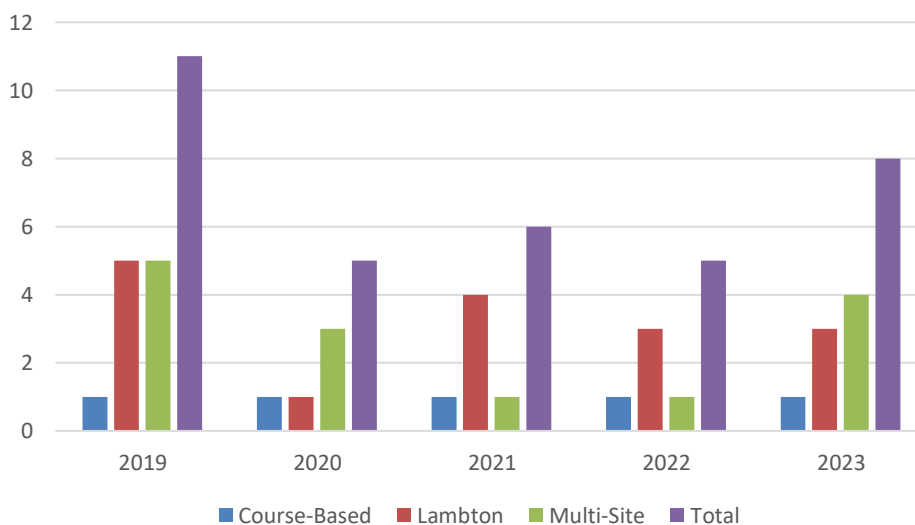
In 2023, eight (8) projects were submitted to the REB for review. Three (3) projects were approved, two (2) project remains under review, and three (3) projects did not progress through the review process for various reasons.

- All eight (8) projects submitted were identified as minimal risk. None required full board reviews.
- Of the three projects that were approved, one (1) project was in course-based research, and two (2) were multi-site projects submitted by a researcher external to the college.
- The two (2) projects which remain under review were Lambton College projects submitted in late 2023 resulting in the review process extending into 2024.
- Of the three (3) projects that did not progress through the review process, one (1) was deemed to be exempt from REB approval, one (1) was an incomplete application, and one (1) was a failure on the REB's part to complete the review. The Chair takes responsibility for the latter and is enacting additional measures to prevent such occurrences in the future.

## Important Notes:

- a) The total number of projects submitted for review increased slightly from 2022.
- b) Only one project was submitted for course-based research review which was an annual renewal of the course-based research that had been approved in each of the previous five years.
- c) With researchers continuing to utilize more digital tools to interact with participants during the pandemic, data security continues to require additional focus in the review process.

Figure 1 depicts the applications submitted for review per year over the past five years. Please note that number of applications does not directly translate to number of completed reviews. To date, all new applications have undergone at least one resubmission and review prior to being approved.



**Figure 1.** Trends in Applications Reviewed by REB over Five Years

## 2.2. Professional Development Accessed

The REB Chair attended the annual CAREB (Canadian Association of Research Ethics Boards) conference held virtually in June 2023. Accessing this specialized high-level training is essential for continued development and capacity building within the REB. The landscape of ethics review is dynamic, evolving, and becoming increasingly complex. Particular focus in the 2023 conference was placed on EDI within research and the research ethics process.

Planning is underway for members to attend the CAREB conference in spring 2024. The shift to a virtual conference, which is continuing in 2024, has significantly reduced the cost of attending thus allowing for far greater participation by our members. Having more members engaged in this training will be particularly beneficial in expanding the knowledgebase within the board. Ongoing budget support for such essential training activities has been provided.

## 2.3. REB Membership

While our membership continues to be diverse and robust and compliant with TCPS-2 guidelines, our membership decreased by one in 2023 to six active members (one external and five internal). The decrease was the result of an external member moving into the next phase of their career.

## 2.4. Supports for Researchers

There is an increasing complexity of submissions requiring additional ethical considerations. Subsequently, projects often require multiple submissions before being approved. The REB continues to recommend that projects above minimal risk consult with an outside expert prior to REB submission and allocate a budget line for this in the proposal phase. The REB continues to recommend that new researchers ensure they have a supervisor or consultant that can ensure compliance with TCPS-2 standards of ethical research practice and facilitate their application to the REB.

## 3. Future Activities

### 3.1. Continued Review of Research Projects

This will remain the priority of the Lambton College REB. We are committed to providing feedback to researchers in a timely manner.

The REB would like to communicate that the support for research at Lambton College through the Research Department is essential. Without the support of the Research Innovation Funds and the essential partnerships with the Research Department, many current Lambton College projects would not be able to be conducted in Health and Social Sciences. The REB recognizes the work of the Research Department to elevate research in the Health and Social Sciences field.

### 3.2. Recruiting New Members

The TCPS-2 establishes membership requirements for REBs, all of which we currently meet. One external and one internal member have already been identified for recruitment to the REB in 2024. We will continue in our attempts to recruit an expert in Indigenous research to the REB to assist in facilitating reviews of projects involving Indigenous persons. We will also explore recruiting additional external community and internal members for succession planning purposes.

## 4. Conclusion

The REB will continue to review projects this academic year as well as move forward on the above-mentioned initiatives. To accomplish these initiatives, the REB must continue to be allocated appropriate resources including SWF time for faculty and a budget for professional development and meeting related expenses. All of the above have been consistently provided. We would like to thank the Research and Innovation Department and Lambton College for their ongoing support. Lambton College and the Lambton College Research Ethics Board are committed to ensuring research at the college is conducted with the highest ethical standards. We look forward to continuing this work in the coming year.

On behalf of the Lambton College Research Ethics Board,



Alan Warren

Chair, Research Ethics Board



Mehdi Sheikhzadeh

Senior Vice President, Research and  
Innovation

**FINANCIAL PERFORMANCE  
AS AT DECEMBER 31, 2023  
COMMENTARY**

**2023-2024 December Financial Statements**

**CONTRIBUTION**

Year to date surplus of \$20,300,691 as at December 31, 2023 (surplus \$18,992,239 – December 31, 2022), with planned transfer to capital reserves of \$27,768,400.

**POST SECONDARY: SCHEDULE 2A**

- **Fees: Tuition and Other Revenue**
  - Overall enrolment increased, however on campus domestic enrolment increased from Fall 2022 to Fall 2023 by 150 person terms and international enrolment in post-secondary programs in Sarnia increased by 195 person terms
- **MCU Grants**
  - Small Northern Rural grant funding decreased in actuals as in previous year there was a large one-time increase in funding.
- **Expenditures**
  - Compensation expenses are higher than previous year with increased enrolment and timing of Bill 124 nullification on compensation expenditures
  - Instructional software/equipment/rental expenditures increased due to increased enrolment, IT equipment and software

**CONTRACT SERVICES: SCHEDULE 2B**

- **International Revenue**
  - On campus enrolment in Sarnia increased by 385 person terms in spring and fall enrolment compared to 2022-23
  - Enrolment increased for spring and fall terms at partner campuses in Toronto and Mississauga 568 person terms
  - Increase in agent commissions due increased enrolment and mix of first and second term enrolment compared to 2022-23 resulting in an offsetting increase in international recruitment expenditure
- **Research Contracts**
  - Research revenue increased due to additional grant funding for multiple smaller projects including NSERC ARD and OCI grant funding. There is also increased activity for the CBARN grant funded through the Federal Economic Development Agency and Long-term Care Micro-credentials.
- **Expenditures**
  - International Recruitment expense commensurate with international enrolment in Sarnia and at partner campuses. Increase in first and second term enrolment results in Recruitment expenditure increase compared to December 2022
  - Compensation expense is proportional to research revenue activity and impact of Bill 124

**STUDENT SERVICES: SCHEDULE 3**

- **Sundry Fees Other Revenue**
  - Sundry Fees revenue has increased with increased enrolment
- **Expenditures**
  - Compensation expense is proportional to sundry fee revenue

**ADMINISTRATIVE SERVICES: SCHEDULE 4**

- **Other Revenue**
  - Reflects increase in interest income with increase in interest rate compared to the previous year as well as increased revenue on investment portfolio
- **Expenditures**
  - Professional fees decreased due to timing of expenditures

**PHYSICAL RESOURCES: SCHEDULE 5**

- **Expenditures**
  - Increase in Equipment/Building Maintenance due to increased utilities and contract cleaning expenditures and various maintenance requirements throughout campus with increased activity on campus

**ANCILLARY OPERATIONS: SCHEDULE 6**

- **Campus Shop**
  - Reflects increased sales and corresponding expenditures
- **Parking**
  - Returning to normalized parking revenue and decrease in expenditures due to the timing of payments for the snow removal contract
- **Residence**
  - Expenditures were lower as there was no loan interest for this year compared to the previous year with the loan paid off. There were also one-time expenses in the prior year to date for bedding purchased.



**THE LAMBTON COLLEGE OF APPLIED ARTS  
AND TECHNOLOGY**

**Statement of Revenue and Expenditure**

*for the period April 1, 2023- December 31, 2023*

**THE LAMBTON COLLEGE OF APPLIED ARTS  
AND TECHNOLOGY**

**Statement of Revenue and Expenditure**

For the period: April 1, 2023 - December 31, 2023

	Supporting Schedule	2023-24 <u>BUDGET</u>	2023-24 <u>Fall Forecast</u>	<u>Variance</u>	2023-24 <u>Actual YTD</u>	2022-23 <u>Prior YTD</u>
<b>REVENUE</b>						
Post Secondary	Sch 2A	\$ 47,324,600	\$ 52,712,100	\$ 5,387,500	\$ 37,144,747	\$ 36,030,318
Contract Services	Sch 2B	77,162,100	85,237,800	8,075,700	59,109,339	52,122,356
Student Services	Sch 3	6,168,400	6,944,200	775,800	5,146,266	3,843,483
Administrative Services	Sch 4	7,245,200	11,884,400	4,639,200	10,763,777	4,729,220
Physical Resources	Sch 5	344,500	356,900	12,400	287,063	217,096
Ancillary	Sch 6	4,332,100	4,217,600	(114,500)	3,054,500	2,697,286
Amortization of deferred capital contributions		4,090,300	4,450,700	360,400	3,338,025	3,543,675
		<u>146,667,200</u>	<u>165,803,700</u>	<u>19,136,500</u>	<u>118,843,719</u>	<u>103,183,435</u>
<b>EXPENDITURE</b>						
Post Secondary	Sch 2A	\$ 42,812,400	\$ 45,295,200	\$ 2,482,800	\$ 32,219,478	\$ 28,035,948
Contract Services	Sch 2B	46,439,400	55,066,900	8,627,500	36,394,802	28,686,999
Student Services	Sch 3	10,464,100	11,326,800	862,700	8,534,663	6,705,909
Administrative Services	Sch 4	9,831,900	10,636,700	804,800	6,879,383	6,333,454
Physical Resources	Sch 5	6,861,800	7,359,300	497,500	5,061,379	4,495,919
Ancillary	Sch 6	3,771,400	3,531,800	(239,600)	2,262,173	2,649,793
Depreciation of capital assets		9,969,400	9,588,200	(381,200)	7,191,150	7,283,175
		<u>130,150,400</u>	<u>142,804,900</u>	<u>12,654,500</u>	<u>98,543,028</u>	<u>84,191,196</u>
<b>EXCESS OF REVENUE OVER EXPENDITURE</b>		\$ 16,516,800	\$ 22,998,800	\$ 6,482,000	\$ 20,300,691	\$ 18,992,239
<b>TRANSFER TO CAPITAL RESERVES</b>		(20,115,900)	(25,148,400)	(5,032,500)	(18,283,322)	(10,708,350)
<b>TRANSFER FROM CAPITAL RESERVES</b>		29,551,500	19,667,800	(9,883,700)	10,771,986	6,456,787
<b>INVESTED IN CAPITAL ASSETS</b>		(26,052,000)	(17,553,300)	8,498,700	(13,164,975)	(12,059,800)
<b>OPENING ACCUMULATED UNRESTRICTED SURPLUS</b>		7,903,700	8,076,000	172,300	8,076,014	7,899,548
<b>CLOSING ACCUMULATED UNRESTRICTED SURPLUS</b>		<u>\$ 7,804,100</u>	<u>\$ 8,040,900</u>	<u>\$ 236,800</u>	<u>\$ 7,700,394</u>	<u>\$ 10,580,424</u>

**THE LAMBTON COLLEGE OF APPLIED ARTS  
AND TECHNOLOGY**

**Analysis of Post Secondary**

For the period: April 1, 2023 - December 31, 2023

**Schedule 2A**

	2023-24 <u>BUDGET</u>	2023-24 <u>Fall Forecast</u>	<u>Variance</u>	2023-24 <u>Actual YTD</u>	2022-23 <u>Prior YTD</u>
<b>REVENUE:</b>					
Fees: Tuition and Other	\$ 26,410,000	\$ 31,264,800	\$ 4,854,800	\$ 21,147,101	\$ 19,167,094
MCU Grants	20,465,100	20,929,500	464,400	15,583,967	16,236,413
Other	449,500	517,800	68,300	413,679	626,810
	<u>47,324,600</u>	<u>52,712,100</u>	<u>5,387,500</u>	<u>37,144,747</u>	<u>36,030,318</u>
<b>EXPENDITURE:</b>					
Compensation	\$ 36,048,100	\$ 37,918,700	\$ 1,870,600	\$ 26,362,667	\$ 23,136,227
Instructional software/Equipment/Rental	3,652,500	4,208,500	556,000	3,609,310	2,657,717
Instructional	1,470,400	1,524,100	53,700	1,101,888	1,027,518
Non-instructional	691,400	693,900	2,500	433,113	501,986
Tuition set aside	950,000	950,000	-	712,500	712,500
	<u>42,812,400</u>	<u>45,295,200</u>	<u>2,482,800</u>	<u>32,219,478</u>	<u>28,035,948</u>
<b>CONTRIBUTION:</b>	\$ 4,512,200	\$ 7,416,900	\$ 2,904,700	\$ 4,925,270	\$ 7,994,370



**THE LAMBTON COLLEGE OF APPLIED ARTS  
AND TECHNOLOGY**

**Analysis of Contract Services**

For the period: April 1, 2023 - December 31, 2023

**Schedule 2B**

	2023-24 <u>BUDGET</u>	2023-24 <u>Fall Forecast</u>	<u>Variance</u>	2023-24 <u>Actual YTD</u>	2022-23 <u>Prior YTD</u>
<b>REVENUE:</b>					
Contract Revenue	\$ 376,400	\$ 364,500	\$ (11,900)	\$ 388,809	\$ 233,099
Course Fees	376,300	478,500	102,200	478,576	698,533
International	59,745,200	63,133,800	3,388,600	43,429,444	39,548,052
MLITSD Apprenticeships	1,318,800	1,562,600	243,800	997,954	766,750
MLITSD Contracts	2,806,500	3,159,100	352,600	2,285,207	1,894,704
Other Provincial Contracts	1,694,500	1,948,300	253,800	1,472,479	1,270,875
Municipal Contracts	1,174,500	1,501,900	327,400	1,069,184	700,469
Research Contracts	7,894,100	11,186,700	3,292,600	7,236,188	5,447,048
Fire School	1,758,800	1,850,300	91,500	1,700,155	1,550,768
Other	17,000	52,100	35,100	51,344	12,058
	<u>77,162,100</u>	<u>85,237,800</u>	<u>8,075,700</u>	<u>59,109,339</u>	<u>52,122,356</u>
<b>EXPENDITURE:</b>					
Compensation	\$ 14,797,900	\$ 18,088,000	\$ 3,290,100	\$ 12,344,709	\$ 10,170,724
International Recruitment	21,034,500	23,170,900	2,136,400	15,364,657	12,335,998
Stipends/Support Allowances	729,300	1,192,400	463,100	691,944	528,868
Equipment/Building Maintenance	1,598,200	2,498,300	900,100	1,351,461	981,268
Instructional/Program	3,555,000	4,103,500	548,500	2,612,731	1,752,490
Non-instructional	4,724,500	6,013,800	1,289,300	4,029,300	2,917,650
	<u>46,439,400</u>	<u>55,066,900</u>	<u>8,627,500</u>	<u>36,394,802</u>	<u>28,686,999</u>
<b>CONTRIBUTION:</b>	\$ 30,722,700	\$ 30,170,900	\$ (551,800)	\$ 22,714,538	\$ 23,435,357

**THE LAMBTON COLLEGE OF APPLIED ARTS  
AND TECHNOLOGY**  
**Analysis of Student Services**

For the period: April 1, 2023 - December 31, 2023

**Schedule 3**

	2023-24 <u>BUDGET</u>	2023-24 <u>Fall Forecast</u>	<u>Variance</u>	2023-24 <u>Actual YTD</u>	2022-23 <u>Prior YTD</u>
<b>REVENUE:</b>					
MCU Revenue	\$ 1,252,400	\$ 1,304,500	\$ 52,100	\$ 928,546	\$ 915,084
Sundry Fees	4,239,000	4,923,200	684,200	3,683,385	2,440,937
Other	677,000	716,500	39,500	534,335	487,462
	<u>6,168,400</u>	<u>6,944,200</u>	<u>775,800</u>	<u>5,146,266</u>	<u>3,843,483</u>
<b>EXPENDITURE:</b>					
Compensation	\$ 8,609,800	\$ 9,211,500	\$ 601,700	\$ 6,925,328	\$ 5,298,648
Equipment/Rental	127,100	128,000	900	68,808	153,247
Educational resources/Awards	340,200	372,900	32,700	280,854	246,906
Non-instructional	1,387,000	1,614,400	227,400	1,259,674	1,007,107
	<u>10,464,100</u>	<u>11,326,800</u>	<u>862,700</u>	<u>8,534,663</u>	<u>6,705,909</u>
<b>CONTRIBUTION:</b>	\$ (4,295,700)	\$ (4,382,600)	\$ (86,900)	\$ (3,388,397)	\$ (2,862,425)

**THE LAMBTON COLLEGE OF APPLIED ARTS  
AND TECHNOLOGY**

**Analysis of Administrative Services**

For the period: April 1, 2023 - December 31, 2023

**Schedule 4**

	2023-24 <u>BUDGET</u>	2023-24 <u>Fall Forecast</u>	<u>Variance</u>	2023-24 <u>Actual YTD</u>	2022-23 <u>Prior YTD</u>
<b>REVENUE:</b>					
MCU Revenue	\$ 180,700	\$ 195,800	\$ 15,100	\$ 187,373	\$ 311,959
Rental Revenue	164,500	222,300	57,800	149,946	55,413
Other	6,900,000	11,466,300	4,566,300	10,426,457	4,361,848
	<u>7,245,200</u>	<u>11,884,400</u>	<u>4,639,200</u>	<u>10,763,777</u>	<u>4,729,220</u>
<b>EXPENDITURE:</b>					
Compensation	\$ 5,184,500	\$ 5,515,800	\$ 331,300	\$ 4,090,028	\$ 3,625,970
Insurance/Taxes	809,000	888,600	79,600	859,560	842,493
Professional fees	1,052,000	1,092,000	40,000	509,319	903,009
Contingency	1,000,000	1,000,000	-	-	-
Non-instructional	1,786,400	2,140,300	353,900	1,420,475	961,982
	<u>9,831,900</u>	<u>10,636,700</u>	<u>804,800</u>	<u>6,879,383</u>	<u>6,333,454</u>
<b>CONTRIBUTION:</b>	\$ (2,586,700)	\$ 1,247,700	\$ 3,834,400	\$ 3,884,394	\$ (1,604,233)

**THE LAMBTON COLLEGE OF APPLIED ARTS  
AND TECHNOLOGY**

**Analysis of Physical Resources**

For the period: April 1, 2023 - December 31, 2023

**Schedule 5**

	2023-24 <u>BUDGET</u>	2023-24 <u>Fall Forecast</u>	<u>Variance</u>	2023-24 <u>Actual YTD</u>	2022-23 <u>Prior YTD</u>
<b>REVENUE:</b>					
Facilities Fee	\$ 218,600	\$ 231,000	\$ 12,400	\$ 152,191	\$ 122,172
MCU Revenue	3,700	3,700	-	30,614	18,312
Other	122,200	122,200	-	104,260	76,612
	<u>344,500</u>	<u>356,900</u>	<u>12,400</u>	<u>287,063</u>	<u>217,096</u>
<b>EXPENDITURE:</b>					
Compensation	\$ 1,869,900	\$ 2,051,900	\$ 182,000	\$ 1,491,412	\$ 1,213,844
Equipment/Building Maintenance	4,570,400	4,884,400	314,000	3,374,171	3,047,274
Non-instructional	421,500	423,000	1,500	195,797	234,801
	<u>6,861,800</u>	<u>7,359,300</u>	<u>497,500</u>	<u>5,061,379</u>	<u>4,495,919</u>
<b>CONTRIBUTION:</b>	\$ (6,517,300)	\$ (7,002,400)	\$ (485,100)	\$ (4,774,316)	\$ (4,278,823)

**THE LAMBTON COLLEGE OF APPLIED ARTS  
AND TECHNOLOGY**

**Analysis of Ancillary Operations**

For the period: April 1, 2023 - December 31, 2023

**Schedule 6**

	2023-24 <u>BUDGET</u>	2023-24 <u>Fall Forecast</u>	<u>Variance</u>	2023-24 <u>Actual YTD</u>	2022-23 <u>Prior YTD</u>
<b>REVENUE:</b>					
Campus Shop	\$ 1,756,000	\$ 1,580,300	\$ (175,700)	\$ 1,284,873	\$ 1,203,224
Parking	566,500	561,400	(5,100)	318,204	247,998
Residence	2,009,600	2,075,900	66,300	1,451,422	1,246,064
	<u>4,332,100</u>	<u>4,217,600</u>	<u>(114,500)</u>	<u>3,054,500</u>	<u>2,697,286</u>
<b>EXPENDITURE:</b>					
Campus Shop	\$ 1,659,100	\$ 1,607,300	\$ (51,800)	\$ 1,268,977	\$ 1,098,093
Parking	562,600	557,100	(5,500)	147,599	318,709
Residence	1,549,700	1,367,400	(182,300)	845,597	1,232,991
	<u>3,771,400</u>	<u>3,531,800</u>	<u>(239,600)</u>	<u>2,262,173</u>	<u>2,649,793</u>
<b>CONTRIBUTION:</b>	\$ 560,700	\$ 685,800	\$ 125,100	\$ 792,327	\$ 47,494

**THE LAMBTON COLLEGE OF APPLIED ARTS  
AND TECHNOLOGY**

**Summary of Capital Reserves**

For the year ended March 31, 2024

Capital Reserves	Apr 1, 2023	Additions	Disbursements	Mar 31, 2024	Committed	Ending Reserves Balance
<b>Campus Renewal:</b>	\$ 101,734,839	\$ 23,900,000	\$ -	\$ 125,634,839	\$ -	\$ 125,634,839
West Entrance & Campus Shop	(10,903,450)	-	(2,301,300)	(13,204,750)	-	(13,204,750)
Renovation - Biology Labs	(1,391,570)	-	(650,000)	(2,041,570)	-	(2,041,570)
Landscape / Roadways	(10,079,054)	-	(535,000)	(10,614,054)	-	(10,614,054)
Facilities Projects	(3,628,278)	-	(3,492,400)	(7,120,678)	(1,126,000)	(8,246,678)
Computer Labs Redevelopment	-	-	(3,000,000)	(3,000,000)	(1,400,000)	(4,400,000)
Community Engagement Relocation	-	-	(200,000)	(200,000)	(4,000,000)	(4,200,000)
International and Services Realignment	(914,775)	-	(4,085,200)	(4,999,975)	-	(4,999,975)
Indigenous Outdoor Gathering Space	-	-	(763,700)	(763,700)	(6,061,350)	(6,825,050)
Outdoor Recreation Precinct	(31,789)	-	(140,000)	(171,789)	(2,828,211)	(3,000,000)
Sports Field Development	-	-	-	-	(3,000,000)	(3,000,000)
East Entrance	-	-	-	-	-	-
Health/Research/Athletics	(900,601)	680,600	-	(220,001)	-	(220,001)
SAC Long-term Receivable	(5,188,037)	266,800	-	(4,921,237)	-	(4,921,237)
<b>Campus Renewal Net</b>	<b>\$ 68,697,285</b>	<b>\$ 24,847,400</b>	<b>\$ (15,167,600)</b>	<b>\$ 78,377,085</b>	<b>\$ (18,415,561)</b>	<b>\$ 59,961,524</b>
Parking	64,716	-	-	64,716	-	64,716
IT and Learning Infrastructure	7,144,410	1,300,000	(404,000)	8,040,410	-	8,040,410
Insurance Retention	1,500,000	1,500,000	-	3,000,000	-	3,000,000
Research (LMIC & BPRC) TACs	127,936	-	(50,000)	77,936	-	77,936
Fireschool Equipment Renewal	182,449	87,800	(95,700)	174,549	-	174,549
Athletic & Fitness Centre Renewal	123,503	33,200	-	156,703	-	156,703
<b>Total Capital Reserves</b>	<b>\$ 77,840,300</b>	<b>\$ 27,768,400</b>	<b>\$ (15,717,300)</b>	<b>\$ 89,891,400</b>	<b>\$ (18,415,561)</b>	<b>\$ 71,475,839</b>

**THE LAMBTON COLLEGE OF APPLIED ARTS  
AND TECHNOLOGY**

**Summary of Grant/Fee Funded Capital Projects**

For the year ended March 31, 2024

		Grant Funding
Facilities Renewal Program	(FRP)	\$ 2,204,500
Campus Safety Program	(CSP)	106,800
Capital Equipment & Renewal Fund	(CERF)	105,900
Capital Equipment & Renewal Fund	(CERF Competitive)	597,600
Apprenticeship Capital Grant	(ACG Competitive)	477,000
IT Access Fee equipment	(IT Access Fee)	258,000
Research Funded Projects	(CFI, ORF)	2,571,400
<b>Total Grant Funded Capital Projects</b>		<b>\$ 6,321,200</b>

2024/02/29

# President's Report

## TO THE BOARD OF GOVERNORS

### IRCC CHANGES TO INTERNATIONAL STUDENT PROGRAM

- > Since January 22's announcement from Immigration, Refugees, and Citizenship Canada (IRCC) on changes to the International Student Program, Lambton College has been strongly advocating for its students, private partners, and the community.
  - This has included meetings with local Members of Parliament and Members of Provincial Parliament, and senior officials in the Prime Minister's Office, IRCC, and the Ministry of Colleges and Universities
- > The College has received letters of support from 13 community leaders and stakeholders.
- > City Council unanimously passed a motion to support the College in its advocacy efforts.
- > Lambton College is committed to working with Colleges Ontario, Colleges and Institutes Canada, and the other publicly-assisted colleges to shape the sector response.

### RESEARCH & INNOVATION

- > Lambton College has received \$370,000 from the College Equipment and Renewal Fund – Competitive Stream program for the project called “Catalyst Support for a Centre of Biomanufacturing and Greenhouse Technology Optimization and Validation.” The funding will be matched by the College and aims to establish a platform dedicated to optimizing and validating biomanufacturing and greenhouse technology, providing critical infrastructure, scalable sensors, automation systems, and catalyst equipment to serve as a research and training platform for the sector.
- > Lambton College has partnered with long term care (LTC) and retirement home stakeholders to create standardized onboarding micro-credential training for staff and placement/co-op students. This enables students to obtain training that will be recognized when they move to another home or role. This training is managed via Lambton's web portal and digital passport system.

- To support this initiative, the College has obtained one-year funding of over \$300k from the Business + Higher Education Roundtable to engage students in work integrated learning (WIL) experiences within the LTCs. Under the funding, the project will provide this training at no cost to 1,500 post-secondary students seeking WIL experiences across the province of Ontario, with an emphasis on the Sarnia-Lambton/Windsor-Essex regions.
  - Over 100 health science students have already been trained for LTC placements with this funding.
- > R&I performance from April 2023 to Feb 16, 2024:
- 303 projects
  - 316 student contracts and 185 staff engaged
  - \$36.4M in funding applications. At this time, 73 proposals have been submitted, 28 have been successful, 37 are pending, and 8 have been rejected.

## OUR STUDENTS

- > Lambton College's enrolment for Winter 2024 is 3,880.
- > On Bell Let's Talk Day, the Lion's Mind peer wellness collective hosted an event in the lower cafeteria to continue the conversation around mental health and the importance of reducing stigma.
- > On January 26, Student Administrative Council (SAC) hosted an India Republic Day on campus.
- > On January 30, the College hosted a Mature Student Night including an information session.
- > Throughout the month of February, Lambton College is recognizing Black History Month with a range of on-campus initiatives, events, professional development opportunities, and social media activity.
- > The College is proud to announce that a Black Student Alliance (BSA) has formed to support the Black experience and foster a sense of community on campus. The BSA held its inaugural event, a documentary screening, on February 7. This important event was sponsored by SAC.
- > Capstone's Bistro, the College's student-run restaurant, has re-opened for lunch service for the term. It is open on Thursdays and Fridays from 11:30 am to 1:30 pm in the Residence and Event Centre.
- > The Women's and Men's Basketball teams both entered the Ontario Colleges Athletics Association playoffs on winning streaks. The Women's team secured first place in the West Division for the first time in program history and are ranked 9th in Canada.
- > To promote financial wellness among students, the College hosted a tax information session with the YMCA on campus, and SAC has restarted their financial information sessions for the term in partnership with RBC.



- > In partnership with the Sarnia-Lambton Newcomer Connection, the College hosted a session with career coach Brenda Pearson on Personal Brand and Career Management in the Canadian Landscape for international students on February 15.
- > On February 22, SAC hosted a Latin Pub Night in celebration of the College's Latin American students.
- > The Lambton College Alumni Association hosted a virtual webinar with Dan Lerner, a psychology professor from New York University, titled Bringing Life to Your Work. This event was open to employees, students, alumni, and community members.

## OUR PEOPLE

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- > On January 30, the College hosted a Town Hall to update employees on the announced changes to the International Student Program and to give an overview of potential impacts to the College as well as advocacy efforts. The College continues to keep its employees informed on all significant developments.
- > Mary Vaughan, Senior Vice President, Academic & Student Success, will be leaving Lambton College to assume the role of Provost and Vice President Academic at Sheridan College. Her last day at Lambton College will be March 29, 2024. On April 1, Dave Machacek, currently the Dean of Applied Science, Engineering Technology and Trades, will assume the role of Interim Senior Vice President Academic & Student Success.

## OUR LOCAL AND GLOBAL COMMUNITY

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- > Lambton College sponsored the President's Awards at the Lambton College Student Exhibition at Lawrence House. Awards and Honourable Mentions were presented to Anna Dewey, Arden Mailhot, Thalura Bethmage, Emily-Frances McGillivray-Prosser, and Pidgeon Jones.
- > The Sarnia Police and Lambton OPP Polar Plunge in support of the Special Olympics was held on the Lambton College campus on February 10.
- > Lambton College hosted a Mega Job Fair on February 9 and experienced an excellent turnout from students and community members alike.

**Report From: T. Lee, Chair**

<input checked="" type="checkbox"/> For Action	<input checked="" type="checkbox"/> Board of Governors
<input type="checkbox"/> For Information	<input checked="" type="checkbox"/> Open Meeting
<input type="checkbox"/> Meeting Date	<u>February 29, 2024</u>
<input type="checkbox"/> Agenda Item No. #9	

**Subject: GOVERNANCE**

**Recommendation: That the Board of Governors approves the Governance Report and all decisions and motions therein, as presented.**

Signature on File  
T. Lee, Chair

1. **Executive Committee** T. Lee information

The Executive Committee met on February 15<sup>th</sup> to hear an update regarding the Residence project, the Winter Forecast, and International Education. At the meeting the Executive approved the following motion:

The Lambton College Board Executive on behalf of the Board of Governors approves the appointment of Dave Machacek to the position of Sr. Vice President Academic & Student Success for the period April 1, 2024 to March 31, 2025. 2024-6.

2. **Finance and Property Committee** S. Dickson **approval**

**Board Policies (attachment)**

As part of the Board’s triennial policy review Board policies 3-004, 3-005 were reviewed with no changes recommended. Policy 3-006 Purchasing was revised to increase the threshold from \$1M to \$2M to require Board approval on purchases.

Recommendation: That the Board of Governors approves the Finance and Property recommendation to approve Policy # 3-004 Reimbursement of Expenditures Incurred by Board Members on Board Business, 3-005 Post-Secondary Tuition & Fee Structure, and 3-006 Purchasing Policy, as presented.

**Banking Resolution (attachment)**

The Finance and Property Committee approved the TD Banking Resolution, which was updated to reflect the names of the approved Registrar Office employees who are authorized to administer emergency student funds through the Student Emergency Loan Fund (SELF).

Recommendation: That the Board of Governors approves the Finance and Property Committee recommendation to approve the TD General Banking Resolution (form 592014 (0819)).

# 3-004 - Reimbursement of Expenditures Incurred by Board Members on Board-Approved Business

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MOTION: 2024-10

DATE APPROVED: ~~November 27, 2003~~ February 29, 2024

SUPERSEDES: ~~Issue of February 1997, 111.5 (1997-14)~~ February 25, 2021

REVIEWED: ~~February 25, 2021 (changes)~~ February 29, 2024 (no changes)

AMENDED: Motion 2021-14

POLICY NO: 3-004

It is the policy of The Board of Governors of The Lambton College of Applied Arts and Technology that all reasonable expenses incurred by Board members while on Board business be paid by the College. College policy shall be consistent with the Management Board of Cabinet Directive, under the authority of the Broader Public Sector Accountability Act regarding Travel, Meals and Hospitality.

## Procedures

### Authority and Approval

To ensure due diligence in regard to the reimbursement of expenses incurred on Board business, the following shall represent the process for approval:

1. All Board expenditures must be pre-authorized by the Chair.
2. Selection of delegates to conferences/workshops will be made in accordance with Appendix I, Conference Guidelines.
3. The Chair's expenditures will be pre-authorized by the Executive Assistant to the Board of Governors.

### Travel/Accommodation

4. All arrangements will be coordinated by the Executive Assistant to the Board of Governors.
5. Any changes to arrangements should be communicated to the Executive Assistant to the Board of Governors as soon as possible to avoid loss of prepaid arrangements.
6. All changes incurring additional costs without proper authorization will be the responsibility of the individual.

### Approval of Expenses

7. Board members' expense statements will be approved by the Chair or the Executive Assistant to the Board of Governors in the absence of the Chair.

8. Expense statements from the Chair will be approved by the Executive Assistant to the Board of Governors.

### Allowable Expenses

All claims are to be reasonable and appropriate to the conduct of the business of the Board and may include:

9. All properly authorized travel and accommodation.
10. Meals, parking, taxis, tips, accompanied by receipts.
11. Registration fees, if not prepaid by the College.

### Ineligible Expenses

Charges for personal entertainment are ineligible for reimbursement.

### Reporting

Annually the Executive Assistant to the Board of Governors will provide a report to the Executive Committee of the Board of Governors travel and expenses authorized for all Board members.

## 3-004 - Reimbursement of Expenditures Incurred by Board Members on Board-Approved Business

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### Appendix I

#### Conference Guidelines

1. The Board recognizes the value of professional development for its members and supports attendance at conferences / workshops as one of the means of developing Board members.
2. The Board Chair shall recommend which Governor(s) shall attend a conference by taking into consideration:
  - a) Priority is given to the annual Colleges Ontario Governors' Orientation Workshop for New Governors, as well as the annual Colleges Ontario Conference.
  - b) The purpose of the conference and the relevance to an individual Governor's expertise or role, as well as the Governor's level of commitment to the Board as evidenced by attendance and participation in Board activities.
  - c) Duration of Governor's remaining term on the Board.
  - d) Board members who meet other criteria but have not had an opportunity to attend a recent conference.
  - e) Preference will be given to Chair, Vice-Chairs and Chairs of Board Committees.
  - f) Estimated travel costs involved in attending a conference.

## 3-005 - Post-Secondary Tuition & Fee Structure

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MOTION: ~~2017-53~~ 2024-10

DATE APPROVED: ~~November 27, 2009~~ February 29, 2024

SUPERSEDES: March 27, 1997 (1997-25), III-6

REVIEWED: ~~February 25, 2021 (no changes) Motion #2021-14~~ February 29, 2024 (no changes)

AMENDED: Motion 2021-14

POLICY NO: 3-005

A schedule of post-secondary tuition and mandatory fees for Ministry funded programs will be established by March of each year by The Board of Governors of The Lambton College of Applied Arts and Technology.

Tuition rates for Ministry funded programs and student service fees will be established in compliance with Ministry policy.

The implementation of any proposed new ancillary fees will be approved by the Board after consultation with the Students' Administrative Council.

## 3-006 - Purchasing

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MOTION: ~~2017-53~~2024-10

DATE APPROVED: ~~November 27, 2009~~February 29, 2024

SUPERSEDES: ~~Policy No 4000-2-1~~February 25, 2021

REVIEWED: ~~February 25, 2021 (changes)~~February 29, 2024 (changes)

AMENDED: MOTION 2021-14

POLICY NO: 3-006

It is the policy of The Board of Governors of The Lambton College of Applied Arts and Technology that goods and services will be procured through a competitive process.

It is the expectation of The Board of Governors of The Lambton College of Applied Arts and Technology that the purchasing practices of the College will be fair, objective, open, transparent, consistent with good business practice and consistent with its fiduciary responsibilities and consistent with the Broader Public Sector (BPS) Procurement Directive issued by Management Board of Cabinet.

### The President will:

1. Oversee establishment and implementation of an operational policy and procedures that are consistent with the expectations of this Board policy;
2. Ensure that the operational policy and procedures are consistent with the laws and regulations governing procurement and tendering that are relevant to the College, as outlined in the BPS Procurement Directive;
3. Ensure that the operational policy and procedures include:
  - a) appropriate controls for budgeted and non-budgeted purchases;
  - b) appropriate authorization for various levels of procurement;
4. Bring to the Board, for its approval, any purchase greater than ~~\$1,000,000~~\$2,000,000. Such purchases include, but are not limited to:
  - a) a single purchase of a good or service;
  - b) a purchase of a collection of like items (e.g., ~~500-1000~~ computers @ \$2,000 per computer);
  - c) a commitment of the College, over a number of years, to a total expenditure that exceeds ~~\$1,000,000~~\$2,000,000;
5. Bring to the Board, for approval, any capital expenditures for the President's Office greater than \$5,000.
6. In the case of an emergency, exceed the above limit if necessary but will immediately inform the Chair of the Board and will present the expenditure to the Board for information.

### Policy Monitoring

The President will report to the Board any failure to comply with this policy immediately that it comes to the attention of the President.

The President will report annually to the Board on the operation of and compliance with this policy.





Resolution of the Directors of \_\_\_\_\_ (the Corporation)  
carrying on business under the name of \_\_\_\_\_ (the Business Name)

Whereas it is in the interest of the Corporation to enter into arrangements for the provision of financial products and/or services with The Toronto-Dominion Bank, TD Mortgage Corporation, TD Pacific Mortgage Corporation and The Canada Trust Company<sup>1</sup> (collectively, the "Bank"), therefore;

**Be it resolved that:**

1. The Corporation may from time to time:
  - (a) open, maintain and operate one or more accounts with the Bank and do all things in relation thereto;
  - (b) borrow money or otherwise obtain credit from the Bank in such amounts and on such terms as may be deemed appropriate, by loans, advances, overdrafts, financial leases or otherwise;
  - (c) mortgage, hypothecate, charge, pledge, assign, convey, transfer or otherwise grant a security interest in any or all of the property, real and personal, immovable and moveable, undertaking and rights of the Corporation, present and future, to secure the payment and performance of any or all of the present and future indebtedness, liabilities and obligations of the Corporation to the Bank;
  - (d) enter into further arrangements for the provision of financial products and/or services with the Bank;
  - (e) guarantee the obligations of any third party to the Bank either with or without security; and
  - (f) do all such acts and things and execute and deliver any and all agreements or other instruments as deemed necessary by the Bank to give full effect to this resolution.
2. In accordance with any restrictions set out below, the persons holding the offices listed below from time to time are authorized for and on behalf of the Corporation to:
  - (a) execute and deliver all of the documents and instruments contemplated by this resolution;
  - (b) give the Bank instructions in connection with any of the foregoing;
  - (c) conduct all aspects of the Corporation's banking relationship with the Bank;
  - (d) further delegate the authority granted hereunder to such person or persons as the authorized signing officer(s) may select at any time and from time to time; and
  - (e) appoint, add, remove and/or replace signing officers (including appointing specific signing officers in respect of specified accounts) and to establish and change the Signing Officer Requirements/Restrictions from time to time on prior written notice to the Bank.

The Bank is entitled to rely on such documents, instruments, instructions and transactions as duly and validly authorized and binding on the Corporation including, without limitation, any documents, instruments, instructions and transactions made, drawn, accepted, endorsed or signed by any delegate(s). The Bank does not need to make any further inquiry into the authority of the authorized signing officers or delegates to bind the Corporation.

**Signing Officers (Identify by title and not by name)**

Title: \_\_\_\_\_

Title: \_\_\_\_\_

Title: \_\_\_\_\_

Title: \_\_\_\_\_

Title: \_\_\_\_\_

Title: \_\_\_\_\_

**The persons holding the corresponding offices, as of the date hereof, are:**

Name: \_\_\_\_\_

Name: \_\_\_\_\_

Name: \_\_\_\_\_

Name: \_\_\_\_\_

Name: \_\_\_\_\_

Name: \_\_\_\_\_

Any titled officer or signing officer of the Corporation is authorized to certify to the Bank the names of those persons who are holders from time to time of the positions authorized as signing officers, and such certification, when received by the Bank, shall be binding on the Corporation.

**Signing Officer Requirements/Restrictions**

*Record the signing requirements, using titles only and not names, e.g. "any one to sign", "the President to sign alone", the President and the Secretary to sign together.*

\_\_\_\_\_

\_\_\_\_\_

Certified a true copy of a Resolution duly passed by the Board of Directors of the Corporation and that this Resolution is now in full force and effect and unamended.

Dated this \_\_\_\_\_ day of \_\_\_\_\_, 20 \_\_\_\_\_

X \_\_\_\_\_  
Name: \_\_\_\_\_

X \_\_\_\_\_  
Name: \_\_\_\_\_

**Note:** This form must be signed by the Corporation's titled officer(s), e.g. President, Secretary, Treasurer, Vice-President or signing officer(s) of the Corporation.

<sup>1</sup> TD Mortgage Corporation and TD Pacific Mortgage Corporation are loan companies incorporated under the *Trust and Loan Companies Act* of Canada, and member institutions of the Canada Deposit Insurance Corporation. The Canada Trust Company is a trust company incorporated under the *Trust and Loan Companies Act* of Canada, and a member institution of the Canada Deposit Insurance Corporation.

THE LAMBTON COLLEGE OF APPLIED ARTS AND TECHNOLOGY

SCHEDULE "A"

ACCOUNT: 3624-5232570

**AUTHORIZED REPRESENTATIVES:**

NAME

PATRICK BENNETT

JULIE LYNN CARLTON

SPENCER DICKSON

KIM RUZYSKI

ROBERT J KARDAS

MARC A LAVERGNE

HANNAH MISLAN

CARLY SHEPLEY

PHIL BABBEY

CINDY HARNESS

TYLER VIROSTEK

TITLE

Director, Institutional Intelligence & Registrar

Director, Finance

Senior Vice-President Strategy and Corporate Services

Associate Registrar

President & CEO

Associate Registrar, Student Support Systems

Enrolment Services Professional

Enrolment Services Professional

Enrolment Services Professional & Convocation Coordinator

Enrolment Services Professional

Associate Director, Financial Services.

**NOTE RESTRICTIONS THAT APPLY:**

**ANY TWO TO SIGN UP TO \$5000.**

Certified a true copy of a Resolution duly passed by the Board of Directors of the Corporation and that this Resolution is now in full force and effect and unmodified.

Dated this \_\_\_\_\_ day of \_\_\_\_\_, 20\_\_

Signatures:

X \_\_\_\_\_

NAME:

X \_\_\_\_\_

NAME:

Note: This form must be signed by the Corporation's titled officer(s), e.g. President, Secretary, Treasurer, Vice-President or signing officer of the Corporation.